

Vermont CEDS

A Statewide
Comprehensive Economic Development Strategy

Overview and Look Ahead

CEDS Committee Meeting
August 5, 2013



Economic Development Analysts & Strategists¹

What is a CEDS?

- A Comprehensive Economic Development Strategy (CEDS) is designed to bring together the public and private sectors in the creation of an economic roadmap to diversify and strengthen regional economies.
- A CEDS must be the result of a continuing economic development planning process developed with broad-based and diverse public and private sector participation, and must set forth the goals and objectives necessary to solve the economic development problems of the region and clearly define the metrics of success.



Source: U.S. Economic Development Administration

Why Do a CEDS?

- If you believe economic development is a necessity for Vermont, you must invest in it to make it happen.
- If you are going to invest in economic development, the investments should be guided by a plan.
- Economic development investments should have an expected return on investment.



Why Do a CEDS?

- Having an EDA approved CEDS makes priority projects eligible for EDA funding and may increase the likelihood of other federal or state funding.
- Whether or not you get such funding, EDA is paying most of the cost to develop the state's economic development plan.
- At the end of the process you will have a broadly agreed upon plan to guide Vermont's economic development efforts.



Why a VT State-wide CEDS?

1. Post-Irene business recovery and resiliency
2. Develop a detailed blueprint for:
 - A. focusing ACCD's (and others') future efforts and resources
 - B. provide recommendations to guide the State's entire economic development community in:
 - 1) improving the strength and resiliency of Vermont's business sector today; and
 - 2) for a global economy that is rapidly changing and a future that is unknown



A Critical Mindset for the Future

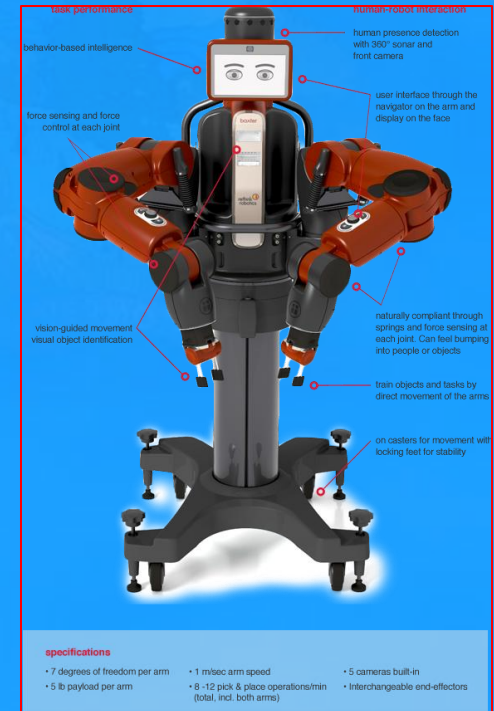
Robustness + Resilience + Sustainability =
Economic Vitality

- Emergency Preparedness
 - Limiting impacts and rapid recovery from the big hurt
- Succeeding despite systemic changes in the economy
 - The global economy
 - Increasing competition
 - New rules and regulations
 - The Baxter effect



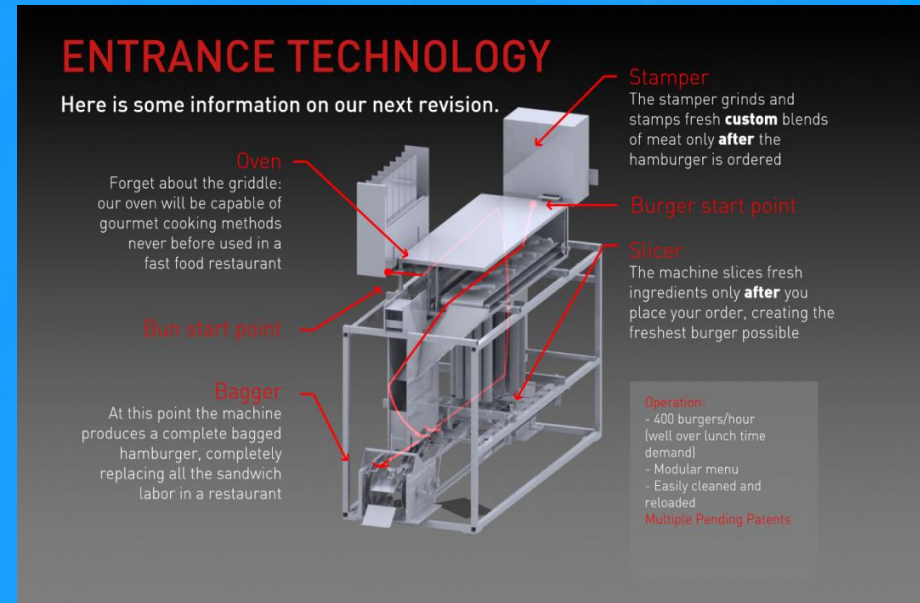
Baxter

- \$22,000 industrial robot
- Unpack, set up, program, and operational within 1 hour
- Runs on open-source Robot Operating System
- Projected to eliminate up to 30 million U.S. jobs in next 10 years



Baxter's Girlfriend

- Burgeon – aka Patty
 - ❖ Can make 360 burgers an hour
 - ❖ Grinds the meat, makes the patty, sends to conveyor belt grill, toasts the bun, squirts the condiments, slices and adds pickles, tomatoes and lettuce, puts finished burger in a bag in less than 5 minutes



Some Numbers of Interest

- U.S. project announcements (new or expansions) that were any of the following:
- Manufacturing, office/HQ, distribution, R&D, mixed-use
 - \$1 million or more in capital investment
 - 50 or more jobs
 - 20,000 square feet or more

2000 – 12,529	2004 – 6,905	2008 – 4,425	2012 – 5,580
2001 – 10,808	2005 – 6,482	2009 – 4,345	
2002 – 7,600	2006 – 4,906	2010 – 4,623	
2003 – 5,793	2007 – 4,888	2011 – 4,978	

13 Year Total – 83,862

Source: Conway Data



How About Vermont?

Year	Manufacturing		Other	Total
	New	Expansion		
2000	0	1	0	1
2001	1	0	1	2
2002	0	9	0	9
2003	0	2	1	3
2004	1	0	2	3
2005	0	0	0	0
2006	1	2	1	4
2007	0	4	0	4
2008	1	0	0	1
2009	6	5	1	12
2010	5	4	3	12
2011	1	1	1	3
2012	2	6	0	8
Total	18	34	10	62

The CEDS Team

Project Oversight

Vermont Agency of Commerce and Community Development

The Consultant Team

Garnet Consulting Services, Inc.

Mark Waterhouse, CEcD

Leslie Cosgrove

Camoin & Associates, Inc.

Rob Camoin, CEcD

Jim Damicis

Rachel Selsky

Wadley-Donovan GrowthTech, LLC

Bill Fredrick

Maverick & Boutique

John Findlay

Abby Straus

Harold & Associates

Robbie Harold

The Stakeholders

You

An Important Foundation

Four Existing CEDS

- Chittenden County – GBIC (2013)
- Southern Windsor County/East Central VT Region (2011)
 - Green Mountain Economic Development Corp.
 - Springfield Regional Development Corp.
- Southeastern Vermont Economic Development Strategies (in process)
- Economic Development Council of Northern Vermont (2011-12)



An Important Foundation

Other Important Documents

- Governor's Strategic Plan
- Energy Plan
- Transportation Plan
- Advanced Manufacturing Project
- Working Lands
- The Resiliency Roadmap
- Several others we have
- Probably many other plans we don't know about yet



EDA Requirements for a CEDS

- A broadly representative CEDS (Strategy) Committee
 - Majority must be private sector
- A CEDS document that includes
 - Background discussion of the **economic situation**
 - Analysis of **economic problems and opportunities**
 - Regional expectations – **Goals & Objectives**
 - **Community and private sector participation**
 - **Strategic projects** (all those suggested and those considered vital), programs and activities
 - An **Action Plan**
 - **Performance Measures**
 - Discussion of how the CEDS relates to **other plans**



EDA Requirements for a CEDS

➤ The Plan of Action must:

- Promote **economic development** and opportunity;
- Foster effective **transportation** access;
- Enhance and protect the **environment**;
- Maximize effective development and use of the **workforce** consistent with any applicable State or local workforce investment strategy;
- Promote the use of **technology** in economic development, including access to **high-speed telecommunications**;
- **Balance resources** through sound management of physical development; and
- Obtain and utilize **adequate funds and other resources**.



Measuring Performance

- The Performance Measures must include:
- Number of **jobs created** after implementation of the CEDS
 - **Number and types of investments** undertaken in the State
 - Number of **jobs retained** in the State
 - Amount of **private sector investment** in the State after implementation of the CEDS
 - **Changes in the economic environment** of the State
 - **Other measures** you select



The CEDS Process - Summary

5 Phases and Ongoing Activities – 22 Tasks

- ❖ Phase 1 - Project Organization & Background Research
- ❖ Phase 2 - Detailed Project Research, Analysis, Outreach & Public Participation
- ❖ Phase 3 - Draft Plan Formulation
- ❖ Phase 4 - Public Review of and Feedback on the Draft Action Agenda
- ❖ Phase 5 - Final Plan Preparation and Adoption



The CEDS Process – In Detail

- ❖ Phase 1 - Project Organization & Background Research
 - ☑ Project Alignment Meeting
 - ☑ Establishment of the CEDS Committee
 - ☑ Establishment of Project Coordinating Committee
 - ☑ Background Research
 - ☑ Initial CEDS and Coordinating Committee Meetings
 - ☑ Public Participation Organization



The CEDS Process – In Detail

- ❖ Phase 2 - Detailed Project Research, Analysis, Outreach & Public Participation
 - ☑ Review of Earlier Reports and Documents
 - ☑ Detailed Project Research
 - ☑ Economic Base & Trends Analysis
 - ☑ Product Assessment and Competitive Analysis
 - ☑ Target Sector & Cluster Analysis
 - ☑ Consideration of Findings



The CEDS Process – In Detail

❖ Phase 3 - Draft Plan Formulation

- ☑ Priority Projects Solicitation and Prioritization
- ☑ Draft Economic Development Action Agenda

❖ Phase 4 - Public Review of and Feedback on the Draft Action Agenda

- ☑ Review of Draft Action Agenda
- ☑ Public Dialogue



The CEDS Process – In Detail

❖ Phase 5 - Final Plan Preparation and Adoption

- ☑ Final Plan Documents
- ☑ Final Plan Presentation
- ☑ Final Plan Adoption
- ☑ EDA Revisions (if necessary)

☑ Ongoing Activities

- ☑ Outreach & Public Participation
- ☑ CEDS & Coordinating Committee Meetings



Key Deliverables

❖ Detailed Economic Base Analysis

- ☑ Vermont's current economic make-up and trends
- ☑ Comparison with national & international trends
- ☑ Set of key regional comparative measures
- ☑ Forecast of future trends based on current conditions
- ☑ Identification of potential emerging opportunities
- ☑ Packaged to meet EDA requirements
- ☑ Statistical Profile complies with IEDC Data Standards
- ☑ Packaged to be usable as part of your marketing



Key Deliverables

❖ Product Assessment and Competitive Analysis

- ☑ The background and history of Vermont's economic development trends
- ☑ Vermont's primary **marketable strengths** for business
- ☑ Vermont's **primary weaknesses** as a location for business
- ☑ **Major issues** shaping Vermont's economic development now or in the near future
- ☑ Vermont's primary economic development **opportunities**
- ☑ **Recommended initiatives** designed to capitalize on strengths and opportunities, and address weaknesses and issues



Key Deliverables

❖ Target Clusters & Industries / Strategic Industry Sector Analysis

- ☑ Identification of existing clusters and key components of Vermont's economic base
- ☑ Identification of emerging clusters and target sectors
- ☑ Identification of potential clusters and target sectors
- ☑ Profiling to support marketing and business development efforts



Key Deliverables

❖ Priority Projects

- ☑ Development and adoption of metrics for evaluating and prioritizing projects
 - Meets EDA evaluation criteria – plus
 - Includes your evaluation criteria
- ☑ Solicitation of suggested projects
- ☑ Preparation of summary report for inclusion in CEDS



Key Deliverables

❖ Economic Development Action Agenda

- ☑ Draft and Final
- ☑ Description and documentation of the process and methodology
- ☑ Statistical profile of the State
- ☑ Illustrative maps or other graphics
- ☑ Vision statement
- ☑ Goals and objectives
- ☑ Specific strategies and initiatives



Key Deliverables

❖ Economic Development Action Agenda

- ☑ Priority projects and initiatives
- ☑ Implementation responsibilities
- ☑ Needed resources and possible sources
- ☑ Project timelines with meaningful benchmarks and performance measures
- ☑ Discussion of how the CEDS is related to and aligned with other state and regional plans



Presentation of Initiatives

Initiative #6: Christina School District Improvements

Related Goals

- Diversified Business Attraction
- Existing Business Outreach and Assistance for Retention and Expansion
- Entrepreneurship and Small Business Development
- Community Development and Redevelopment

Background Information

The City of Newark's image is associated in part with its K-12 educational system, the Christina School District. Test scores, graduation rates, and public perception make this association less than beneficial for Newark's economic development efforts. In particular, the current perception of the school system does not help the branding of Newark as a regional technology and innovation hub (see Initiative #5).

The City, Christina School District, and Delaware Department of Education should collaborate on an effort to improve basic skills testing, graduation rates, and similar measures, with a focus on Science, Technology, Engineering, and Mathematics. Wherever possible, area companies within the district should be encouraged to have a variety of partnership programs with the School District.

Major Action Steps and Schedule

Action Steps	Schedule
1. Initiate discussions with the Christina School District Board and key staff on the City's Economic Development Master Plan and the role of the District in the Plan. Discuss the importance of the District as a key player in the plan's development and the City's future. Lay out a methodology for the ongoing involvement of the District. Should be conducted concurrently with Initiative #3.	2 nd -3 rd Qtrs 2011
2. Engage the District as a partner in the City's economic development program.	2 nd -3 rd Qtrs 2011, on-going
3. Create, with the City and stakeholders, a network of support for the District to set goals and realization of those goals, identifying the specific support role to be played by each stakeholder	3 rd -4 th Qtrs 2011
4. Identify school districts in other technology centers to use as performance benchmarks and best-case examples.	4 th Qtr 2011-1 st Qtr 2012
5. Establish specific performance goals to be established by the District over a five-year period.	4 th Qtr 2011-1 st Qtr 2012

Responsibility

Primary:	Support:
Initiation <ul style="list-style-type: none"> ▪ City Manager ▪ Director of Planning & Development 	<ul style="list-style-type: none"> ▪ Newark Network ▪ Newark and New Castle County Chambers of Commerce ▪ New Castle County
Implementation <ul style="list-style-type: none"> ▪ Christina School District ▪ City Manager ▪ Director of Planning & Development ▪ Greater Newark Development Corporation ▪ The University of Delaware 	<ul style="list-style-type: none"> ▪ Delaware Biotechnology Institute ▪ Delaware BioScience Association ▪ Delaware Technology Park ▪ City technology employers

Resources Needed

Funding:	Item	Amount	Possible Sources
	▪ N/A	N/A	N/A
Other:	<ul style="list-style-type: none"> ▪ Significant staff time to manage the effort, with volunteers assistance ▪ Participation of allies and the Christina School District staff 		

Performance Measures

- Christina School District Board agrees to work with the City and the GNDC (see initiative #3) in Economic Development 2nd Qtr 2011
- Stakeholders' specific roles in assisting the School District identified (e.g., mentoring programs, shadowing programs) 2nd Qtr 2011
- Specific performance measures established by Stakeholders and agreed to by the School District 3rd Qtr 2011
- Benchmark school districts identified and data collected 3rd Qtr 2011
- School District establishes a STEM program 2nd Qtr 2012
- School District dropout rates and other performance measures begin to show improvement 4th Qtr 2012

Timeframe

This Initiative is:

<input checked="" type="checkbox"/> Short-term (1-2 years)	<input type="checkbox"/> Intermediate-term (3-5 years)	<input type="checkbox"/> Long-term (5+ years)	<input checked="" type="checkbox"/> Continuing
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Additional Information

For background on science, technology, engineering and mathematics programs, see:

1. [STEM Education Coalition](#). The Science, Technology, Engineering, and Mathematics (STEM) Education Coalition works to support STEM programs for teachers and students at the U. S. nstacommunities.org/stemedcoalition
2. www.setda.org/c/document_library/get_file?folderId=270...
3. [STEM](#). STEM is an educational Website launched to promote science, technology, engineering and math (STEM). www.mn-stem.com/ - Cached - Similar
4. www.nga.org/Files/pdf/0702INNOVATIONstem.pdf
5. www.marylandpublicschools.org

Questions?

